Grant Writing Basics

Turning Ideas into Dollars

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Outline

➢ What you will learn from this workshop

➢ Benefits of writing a proposal

➢ Grant Components & Grant Cycle

➢ Goals & Objectives

➢ Types of Funding and What to Watch For

➢ **Review & Respond to a Sample RFA**

➢ Hallmarks of Successful Proposals

➢ Common problems & mistakes

After Workshop You Will Know:

- ➢ A new vocabulary with definitions
- ➢ How to get started on grant writing
- ➢ Where to look for funding sources
- ➢ The basic parts of an application
- ➢ How to write a **statement of need**
- ➢ The hallmarks of a successful proposal
- ➢ Common pitfalls and mistakes

3 X 5 Cards

➢ Name

➢ E-mail address

➢ Name of your hometown

➢ Place of birth

➢ If you won the lottery and had to spend $100,000 of your winnings on a project in your hometown, what would it be?

One Stop Shop

➢ MSU – Bozeman http://www.montana.edu/

  ➢ MSU Extension (4th column)

  ➢ Community (left hand side)

  ➢ **Community Resources**

    ➢ Essentials of Grant Writing

    ➢ Grant Opportunities

    ➢ Grant Resources

      ➢ Proposal Guidance………………..

      ➢ Writing a…………………………….

What is Most Important?

- ➢ **??%** - Statement of the Problem
- ➢ **??%** - Proposed Approach (Program Design, Objectives & Methods)
- ➢ **??%** - Management Plan (Capabilities, Communication, Sustainability)
- ➢ **??%** - Evaluation Plan
- ➢ **??%** - Budget & Budget Justification

What is Most Important?

- **20%** - Statement of the Problem
- **30%** - Proposed Approach (Program Design, Objectives & Methods)
- **30%** - Management Plan (Capabilities, Communication, Sustainability)
- **10%** - Evaluation Plan
- **10%** - Budget & Budget Justification

A New Vocabulary

➢ Alphabet soup of acronyms

➢ FOA; RFP; RFA; CFP

➢ Facilities & Administrative Costs or IDCs

➢ PI/PD

➢ Fringe benefits

➢ Matching/cost sharing

➢ Assurances/regulatory compliances

Attributes of Grant Writers

➢ **Activists** – act to bring about change

➢ **Visionaries** – see things others can't see

➢ **Opportunists** – seize the opportunity

➢ **Initiators** – energizers/starters

➢ **Team players** – work well with others

➢ **Persistent** – persevere in difficult times

Additional Attributes

➢ Good organizational skills

➢ Good communication skills

➢ Good writing skills

➢ Ability to think outside the box

➢ Ability to stay focused and on task

➢ Good computer and web-based skills

➢ Punctual and dependable

Marketing Your Idea(s)

"Diffusion of Innovation Theory"

➢ **Innovators** – risk takers – 2.5%

➢ **Early Adopters** – socially engaged – 13.5%

➢ **Early Majority** – slower to catch on – 34%

➢ **Late Majority** – more skeptical – 34%

➢ **Laggards** – aversion to change – 16%

Benefits of a Proposal?

➢ Your ideas get spelled out on paper

➢ Expands your network/partnerships

➢ Expands your skills, knowledge & abilities

➢ Expands your level of visibility

➢ Adds to your professional development

➢ Teaches patience and perseverance

➢ Provides support for your community

The Universal Grant Triad

- ➢ **Data-driven:** Need well-documented background information, data and stats
- ➢ **Results-oriented:** What are the outputs, outcomes and measurements?
- ➢ **Forward-looking:** How will results be disseminated? A model for replication? What are the plans for sustainability?

Grant Cycle System

- ➤ Grant announcement released
- ➤ Pre-submission contacts (registration, Letter of Intent, webinars with Q&A)
- ➤ Draft proposal
- ➤ Submit proposal
- ➤ Proposal awarded - conduct proposal
- ➤ File report and disseminate results
- ➤ Build on results of a successful proposal

Basic Parts of a Grant

- Title that fits the project
- **Statement of Need**
- Goal(s) and objectives
- Work plan – specific activities
- Expected outcomes and evaluation
- Sustainability
- Dissemination plan - model for others?
- Budget and budget narrative

Basic Parts of a Grant (con't)

- ➢ Executive Summary or Abstract
- ➢ **Statement of Need**
- ➢ Project Description
- ➢ Evaluation Plan
- ➢ Budget
- ➢ Supporting Materials or Appendices
- ➢ Sustainability Component & Conclusion

Getting Started

➢ Identify a project or program to be solved

➢ Collect background information

➢ Write a ***Statement of Need***

➢ Develop goal(s) and objectives

➢ Draft a project description (methods/activities)

➢ Expected outcomes and evaluation

➢ Administration, staffing and timeframe

➢ Budget and budget justification

Goals & Objectives

➢ A **Goal** is a broad general statement focusing on the ultimate result being sought

➢ **Objectives** are clear, concise, **S**pecific, **M**easureable, **A**chievable, **R**ealistic, **T**ime-bound statements that are stepping stones to achieving the overall goal; thus, objectives are SMART

Types of Objectives

➢ **Behavioral** – some action anticipated; 50 of 70 children will learn to swim

➢ **Performance** – behavior linked to timeframe; 50 will learn in six months……

➢ **Process** – methods are the end; teaching methods linked to greatest success

➢ **Product** – a tangible result; a manual on teaching swimming will be produced

Overview & Fundamentals

- Start EARLY
- Do your homework
- Match your idea with a funding source
- Make contact with the funding source
- Read & re-read grant guidelines
- Consider collaborators/partners
- Review a successful proposal

Don't Miss the Boat

Types of Funding

- ➢ Grants (Formula, Block, Competitive, etc)
- ➢ Contracts
- ➢ Cooperative Agreements
- ➢ Loans
- ➢ Fellowships/Scholarships
- ➢ Gifts/Memorials

Funding Sources

➢ Federal Government

➢ State and County Government

➢ Foundations

➢ Corporate Sponsors

➢ Charitable Organizations

➢ Faith-Based Organizations

➢ Individuals

Places to Look for Funds

➢ Grants.gov

➢ Federal Register

➢ Individual Federal Agencies

➢ Catalog of Federal Domestic Assistance

➢ Foundation Center

➢ The Chronicle of Philanthropy

➢ State and Local Resources

Federal Funds

➢ Over 900 grant programs

➢ Total of 26 grant-making federal agencies

➢ Over $360 billion distributed annually

➢ Amounts to about $173 million per hour of the 40 hour work week

➢ More info on Grants.gov - http://grants.gov/

Foundation Funds

- Montana Foundation Directory
  - MSU-Billings Library $25
  - Foundations operating in MT and other foundations funding projects in MT; 2012-2013 19th edition lists about 300 foundations
- Montana Community Foundation
- The Foundation Center – established 1956
  - Supported by 550 foundations

What to Look for in RFAs

➢ Purpose/Description

➢ Eligibility of Applicants

➢ Key Dates (letter of Intent & appl deadline)

➢ Funds Available (restrictions)

➢ Length of Project Period

➢ Cost Sharing/Matching (cash or in-kind)

➢ Review/Selection Criteria (points/percents)

What to Watch For

➢ Pre-application submission information

➢ Pre-application registration

➢ Web conference calls

➢ Frequently Asked Questions (FAQs)

➢ Webinars (live Q&As and PPTs)

➢ Regional on-site workshops scheduled

➢ Online submission of a brief proposal

Foundations are Different

➤ Restricted eligibility

➤ Specific program areas of funding

➤ Required attachments

  ➤ Copy of IRS 501 c (3) designation letter

  ➤ List of board members

  ➤ Copy of most recent financial audit

  ➤ Copy of current budget or financial statements

  ➤ Other sources of funding – current & pending

Statement of Need

➢ Must be related to organization's mission

➢ Supported by good documented evidence

➢ Realistically can accomplish something

➢ Stated in terms of clients or constituents

Statement of Need – (con't)

➢ State benefits of funding your proposal

➢ Focus on what is novel, creative, or new

➢ Name collaborators or partners

➢ Provide data on any preliminary work done

➢ Identify expected outcomes/benefits

➢ Address whether or not the project is replicable elsewhere

Statement of Need – (con't)

- ➢ Select facts/stats that support your project
- ➢ Give the reviewer hope
- ➢ Will your project be a model for others?
- ➢ Is your need acute or long-term?
- ➢ Emphasize the compelling need and don't be critical or demean others
- ➢ Avoid circular reasoning (lack of = need)

Sample Solicitation

➤ Rural Health & Safety Education Competitive Grants Program, USDA;

http://www.nifa.usda.gov/funding/rfas/rural_health.html

 ➤ 1. Individual & Family Nutrition and Health Education (health information, health promotion, self-care)

 ➤ 2. Farm Safety Education Programs

 ➤ 3. Rural Health Leadership Development Education (health care services, aging rural population, senior services, healthy behaviors & health literacy)

Enhancing Health of Rural Elders

➢ Rural Nature of Montana

➢ High Percent of Elderly Living in Rural Areas

➢ High Percent of Rural Elderly Have Chronic Health Conditions

➢ Low Health Literacy is a Major Problem

➢ Low Access to the Internet

Goal & Objectives

➢ Goal – to enhance the health and well-being of rural elders to remain at home

  ➢ **Objective 1** – to improve the level of health literacy and health-related decision-making;

  ➢ **Objective 2** – to support and encourage improved self-care management;

  ➢ **Objective 3** – to engage and empower family members, friends, relatives and community members for appropriate caregiving and support services.

Approach

➢ Selected 4 Montana communities with high percentage of rural elderly

➢ Recruited 4 key community partners:

  ➢ Extension Agent

  ➢ Senior Center Director

  ➢ Public Health Nurse

  ➢ Public Librarian

Approach (con't)

➢ Implemented 4 interventions in the 4 rural Montana communities:

  ➢ *My Health Companion©* - simple way to track and maintain health information;

  ➢ 'Hands-on' Workshops – guiding elderly on computers seeking web-based health information;

  ➢ Health Information Webinars – five webinars on health-related information for elders;

  ➢ Powerful Tools for Caregivers© - held train-the-trainer workshops on self-care and caregiving.

Evaluation

➢Pre-Program Survey Questionnaire

➢Post-Program Survey Questionnaire

Evaluation

➢ Applicants who receive federal funding must provide data that measure the results of their work done under the grant/contract/cooperative agreement

➢ **_Government Performance and Results Act of 1993 (GPRA),_** Public Law 103-62

➢ **_GPRA Modernization Act of 2010,_** Public Law 111-352
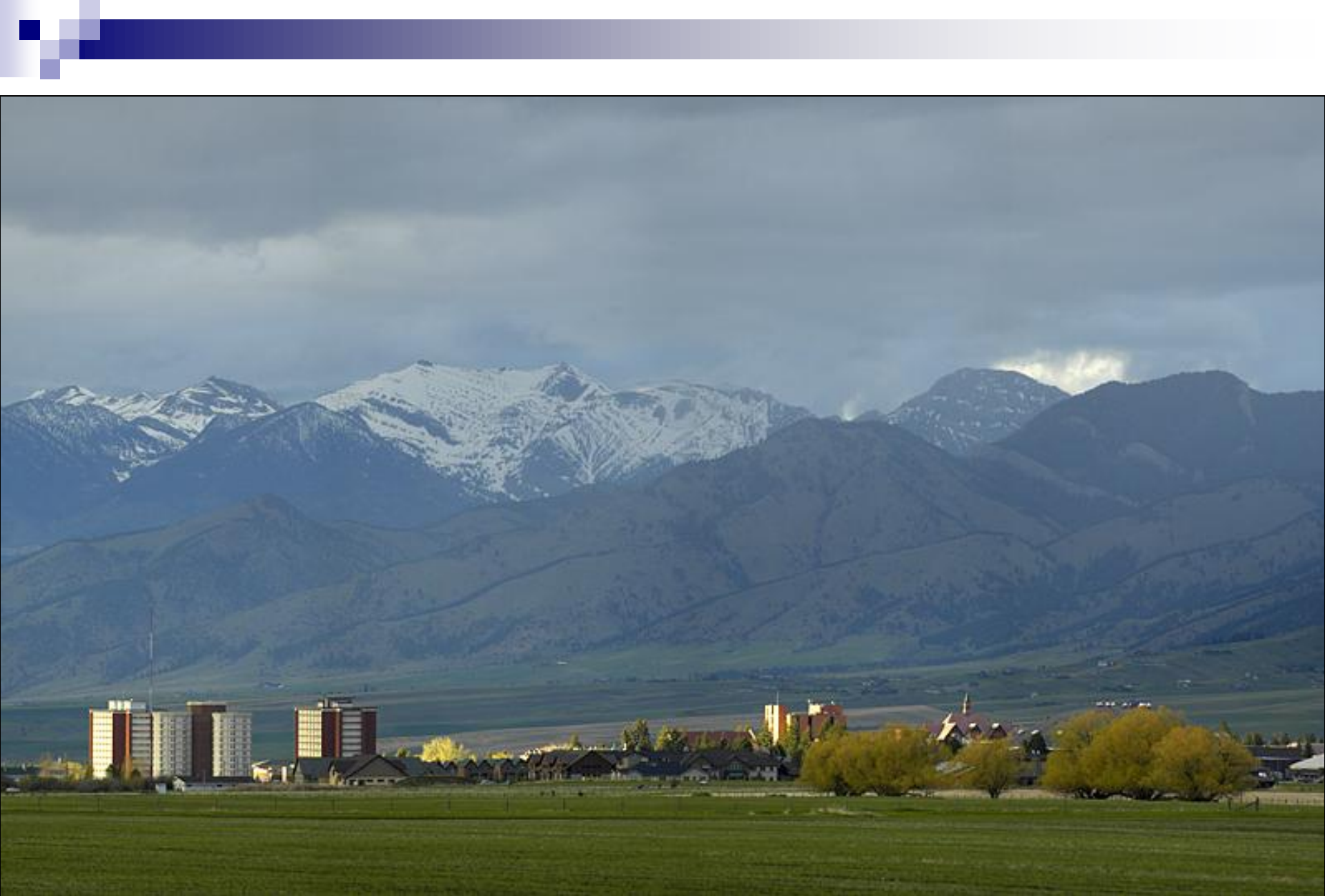
Letter of Intent (Government)

➢ Identify solicitation you are responding to

➢ State the purpose of your project

➢ State expected outcomes

➢ Name collaborators/partners

➢ Provide contact information for PI/PD

Letter of Intent (Foundation)

➢ What is the purpose of the project?

➢ What needs will be addressed?

➢ Who will be served?

➢ How much money will be requested?

➢ Is this an ongoing or a new project?

➢ Who are the partners on the project?

Nuts & Bolts of Grant Prep

- Conduct a comprehensive literature review
- Gather data and statistics supporting need
- Draft overall goal & objectives/aims
- Draft a brief **concept paper** (1-3 pages)
- Review funding sources
- Contact funding sources
- Decide on best match with your project

A Concept Paper

➢ **What is going to be done?** (title, goals and objectives)

➢ **Why is it important?** (statement of need/justification)

➢ **How will it be done?** (work plan and management plan)

➢ **What will be the outcome?** (evaluation)

➢ **How much will it cost?** (budget)

Basics of Concept Paper

➢ Title

➢ Summary (Abstract)

➢ Goal(s) & Objective(s)

➢ Problem Statement (Justification)

➢ Description of Project

➢ Outcomes & Evaluation

➢ Budget

Project Description

➢ Background information

➢ Preliminary studies performed

➢ Management plan and staffing

➢ Timeline

➢ Collaborators/partners

➢ Potential for sustainability

➢ Potential for replication

Evaluation

➢ Inputs – staff, facilities, equipment, etc

➢ Activities – what your program does

➢ Outputs – products of activities

➢ Outcomes – benefits to participants

➢ Outcome Indicators – specific items

➢ Outcome Targets – numerical objectives

➢ Benchmarks – performance data

Logic Model for Your Project

Goal	Objectives	Strategies	Activities
Improve my golf game	Score below 45 on 9 holes	Reduce the number of putts per hole	- Buy an expensive putter - Take 2 lessons with pro
		Reduce the number of shots that end up in the rough	- Buy an expensive driver - Go to driving range 2x/wk

Defining Program Outcomes

- What possible outcomes will I be able to measure?
- What outcomes are most clearly linked to "core business" of program?
- What outcomes are the most in your control?

- Possible Measurable Outcomes for "Healthy Kids" program
  - participants can answer questions about healthy eating and exercise habits
  - participants change these habits
  - participants lose weight and are fitter

Example of an "Outcome Statement" and "Outcome Chain"

Type of Change	In What	For Whom
Increase	understanding of proper eating and exercise in reducing obesity	among youth who have attended our classes

"Outcome Chain"

Providing youth with facts on obesity and healthy lifestyles and tools to eat healthier and exercise

WHICH LEADS TO

Increase in understanding of these among those attending program

WHICH LEADS TO

More participating youth choosing healthier foods and exercising

WHICH LEADS TO

Reduction in the obesity rate among participants

Sample Outcome Measurement Plan

Outcome	Indicator	Data Collection Method	When will data be collected?	Who will collect data?	How will it be collected?	How will data collection be monitored?
Decrease in youth obesity	% of participants who have lost weight and feel healthier	pre- and post-program data collection and survey	6 months following program	Program staff will collect participant surveys	Mail survey to participants & follow up with postcard 2 wks. later	Program director will track number of completed surveys

Budget & Justification

➤ Does the budget match the timeline and scope of the project?

➤ What makes you and your group MOST qualified to be funded?

➤ Why is your approach so unique, creative or innovative?

Appendices & Assurances

- Follow guidelines for appendices
- Resource sharing plans
- Use of human subjects
- Inclusion of women, minorities and children
- Use of vertebrate animals
- Use of hazardous materials

Basic Grant Components

➢ Summary/Abstract

➢ Background/Introduction

➢ Problem/Justification/Needs Statement

➢ Goals and Objectives

➢ Methods/Work Plan/Project Design

➢ Outcomes/Impact of Activities

➢ Evaluation/Measurements

➢ Budget and Budget Narrative

➢ Appendices/Letters of Support/Assurances
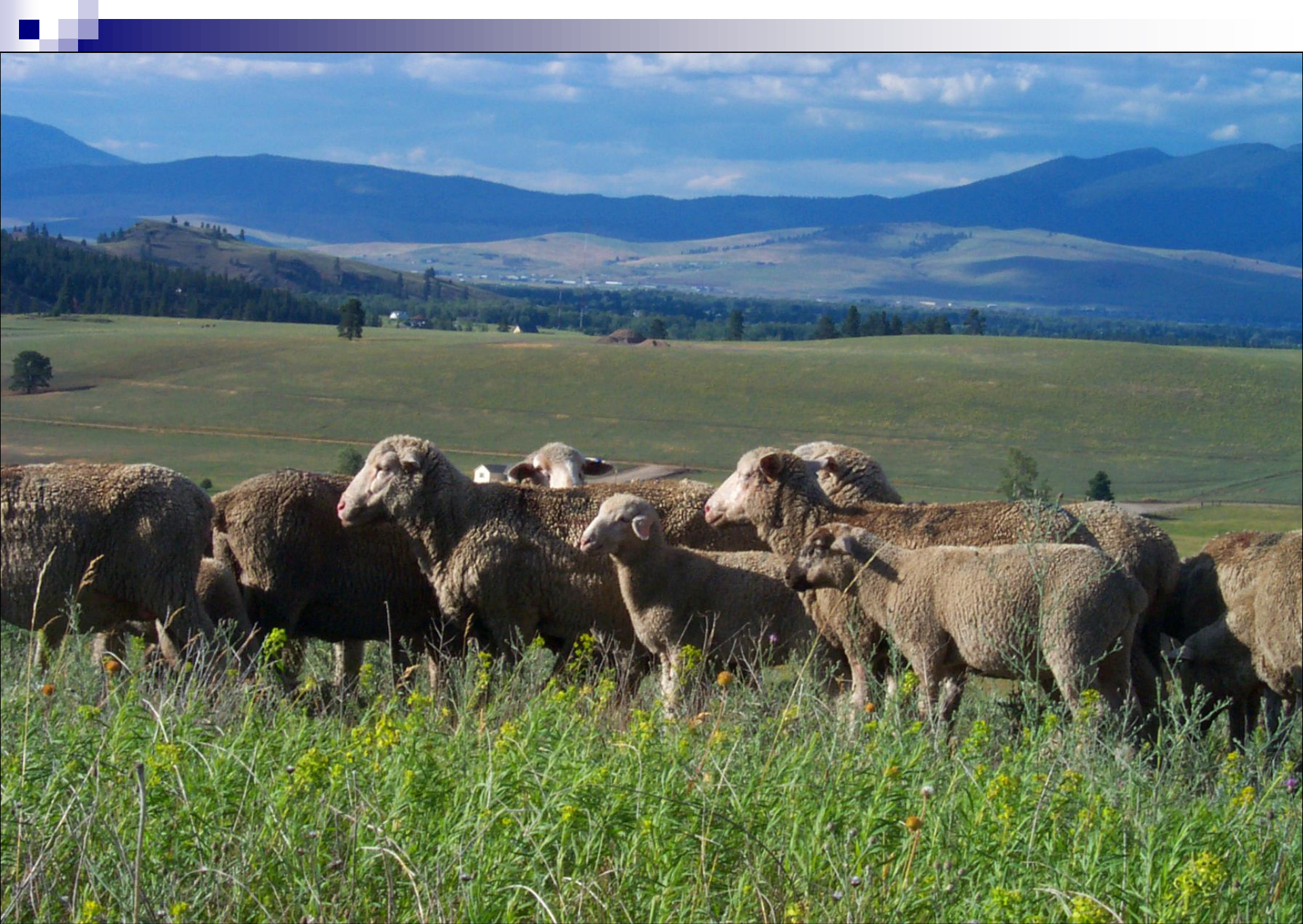
What Reviewers Look For

➢ Innovation – creative/novel ideas

➢ Evidence-based strategies

➢ Collaboration/partnerships

➢ Competency

General Review Criteria

➢ Statement of the Problem/Need

➢ Project Management/Organization

➢ Project Design/Approach/Strategy

➢ Results/Outcomes/Benefits

➢ Evaluation/Measurement Instrument

➢ Budget and Budget Justification

➢ Collaboration/Partnerships

➢ Appendices and Assurances

Successful Proposals

➢ Meet all grant requirements

➢ Clear concise justification/need

➢ Clear goals and objectives

➢ Good methodology or design

➢ Good evaluation linked to objectives

➢ Qualified management/staffing

➢ Adequate time period and funding

➢ Good writing skills and editing

Problems & Mistakes

➢ Failure to meet grant requirements

➢ Failure to follow grant guidelines

➢ Weak or insufficient justification/need

➢ Unclear/vague goals and objectives

➢ Problems with design and/or methodology

➢ Problems with management/staffing

➢ Proposing too much for the time period

Problems & Mistakes (con't)

- ➢ Sloppy writing and poor editing
- ➢ Lack of logical flow from need to plan
- ➢ Goals or objectives not measureable
- ➢ No link between objectives and evaluation
- ➢ Weak budget justification
- ➢ Items in budget that are not allowed
- ➢ Unrealistic budget amounts requested

Concluding Remarks

- Identify a need and/or innovative approach
- Identify a potential funding source
- Review successful proposal(s)
- Do your homework/draft a concept paper
- Re-read guidelines
- Draft proposal for review and comments
- Submit proposal
- Request reviewers comments